



## Top 10 Projects

- Create IT Steering Committee (office of the CIO).
- Support “Rochester By the Numbers”.
- Implement 311/One Call to City Hall.
- Improve Online Service Delivery and Information.
- Upgrade Document Management System.
- Standardize Enterprise Architecture.
- Review and Standardize IT Infrastructure.
- Install Communications Management Software (CMS).
- Develop Wireless Strategy.
- Improve communication between City of Rochester, City School District, and County of Monroe technology groups.



## INFORMATION TECHNOLOGY SUB-COMMITTEE

### Mission Statement

- To prioritize key initiatives within the City of Rochester IT departments and to maintain effective communication between all Rochester IT groups to maximize operating efficiencies while providing superior IT services.

### Problem Statement

- To close the gap between the mission statement above and the current working environment in the City of Rochester.



## Impact Rochester

On page 28 of the “Impact Rochester” plan developed by Mayor Duffy and his team, there are four categories of activities listed which directly relate to eight (8) of our “Top 10 Projects”.

Kick Off “Rochester By the Numbers” – Project #2.

Initiate a “ROC the Government Commission – Projects #8 and #9.

Activate 311/One Call to City Hall – Project #3.

Upgrade Information Systems – Projects #4, #5, #6, #7.





## INFORMATION TECHNOLOGY SUB-COMMITTEE

### Additional Insights

Our sub-committee team felt strongly that one area of concentration for some of the highest impact returns would be to ensure all IT groups within the City of Rochester and the departments they serve communicate on a more regular basis. Therefore, we recommend the creation of two (2) additional projects beyond “Impact Rochester.”

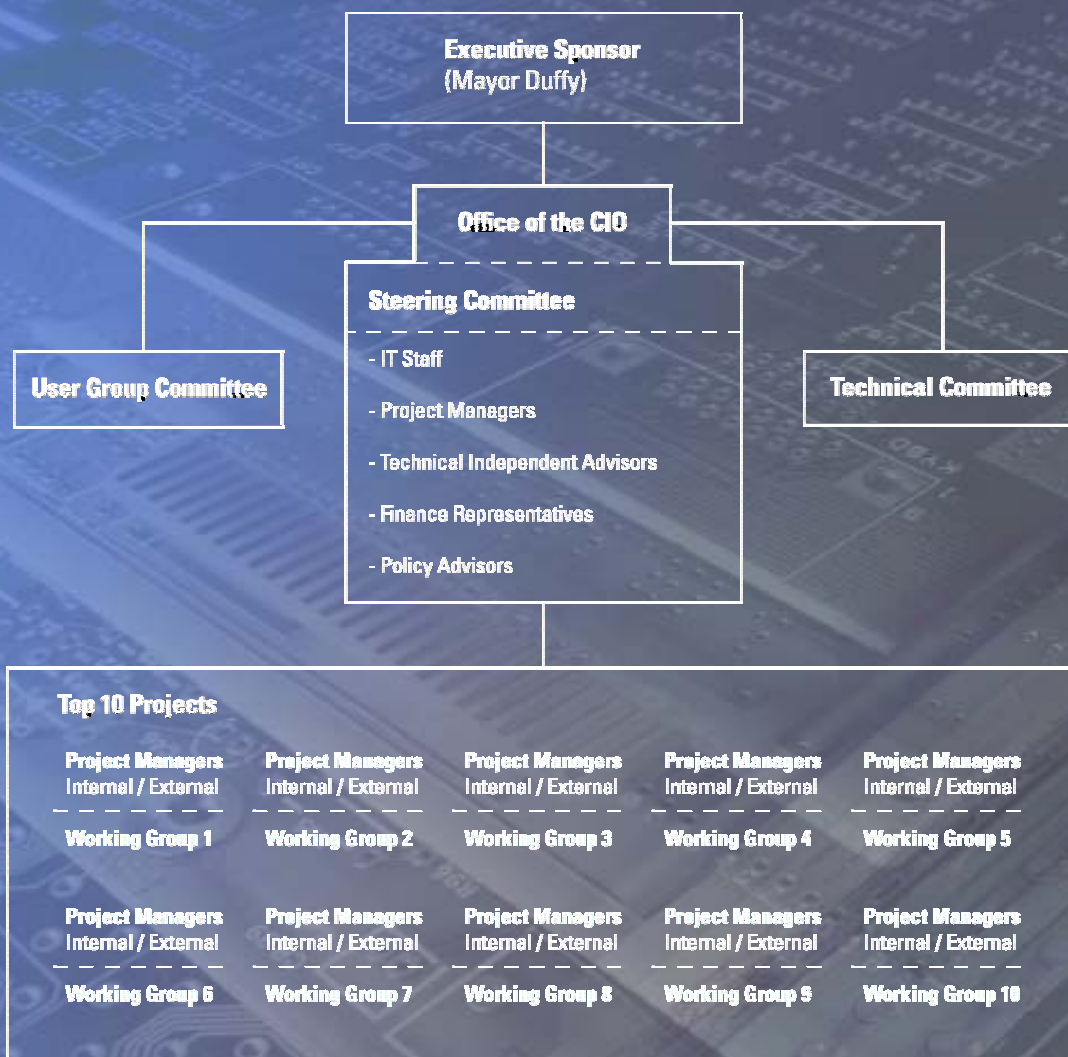
Create a permanent IT Steering Committee – Project #1

(See attached diagram for proposed structure.)

Improve communication between City of Rochester, City School District, and County of Monroe technology groups – Project #10.



# IT Steering Committee Structure







## Next 100 Days

We propose that each of our “Top 10 Projects” would have two (2) project leaders. One would be an internal city employee and the other co-leader would be an external volunteer from the IT Steering Committee. During our final sub-committee meeting, we identified individuals who would be willing to tackle the various projects as project coordinators.

- Create IT Steering Committee (Thomas Green, Jorge Diaz-Herrera)
  - Receive approval to transform IT sub-committee into IT Steering Committee.
  - Identify members of technical and user group committees.
  - Hold first meeting in February (tentatively set for February 23, 11:00 am 1:00 pm) and establish monthly meeting schedule.
- 2. Support “Rochester By the Numbers” (Lisa Bobo, Dawn Tobin-Schnell)
  - Work with all departments to help provide relevant data for tracking current results.
  - Determine new IT priorities based on user requests and needs.
- 3. Implement 311/One Call to City Hall (Chris Wagner, Dan Martin)
  - Identify project scope, initial participating departments, and subsequent milestones.



## NEXT 100 Days (cont'd.)

- Improve Online Service Delivery and Information (Richard Goldstein, Jim Salviski)

- Determine priority of automation projects for online licensing and permits.
- Determine priority of automation for various online purchasing and sale of city goods.
- Prioritize design and content changes of city websites (both intranet and extranet).
- Define high impact video streaming projects to be accessed via city websites.

- 5. Upgrade Document Management System (Thomas Green, Jim Raub)

- Complete inventory of documents. (only City IS).
- Choose document management vendor.

- 6. Standardize Enterprise Architecture (Lisa Bobo, Patrick Miller)

- Communicate and reinforce current standards to all city IT and technology groups.

- 7. Review and Standardize Infrastructure (Mike Kozak, Jim Raub)

- Novell vs. Windows review.





## NEXT 100 DAYS (cont'd.)

- Install Communications Management Software (CMS) (Chris Wagner, Michelle Gottorff)
  - Determine sequencing of the four (4) Pinnacle software modules depending upon city resources and priorities.
  - PAETEC software licensing and maintenance costs would be zero to the City.
  
- 9. Develop Wireless Strategy (James Hawkins, Jorge Diaz-Herrera)
  - Determine which city representatives coordinate wireless activities for various metro wireless initiatives (RDDC, RIT, U of R, etc.)
  - Establish wireless hot zone within City Hall.
  
- Improve Communication between City of Rochester, City School District and County of Monroe technology groups. (Mike Kozak, Arunas Chesonis)
  - Meet with representatives of the County and City Schools and share our recent discussions with them.
  - Invite their representatives to join our IT Steering Committee meetings.





## Long Term Goals

Our "Top 10 Projects" have a variety of longer term goals. Some could happen within one year, others would take several years, but we feel all could be accomplished within four years.

- Create IT Steering Committee.

- Hire a Chief Information Officer (CIO) for the City of Rochester who reports directly to the Mayor. All City IT groups would report directly to the CIO.

- Support "Rochester By the Numbers"

- Projects and assignments would be prioritized by the user groups as needed to support their objectives.

- Implement 311/One Call to City Hall

- Identification of base service request templates.
- Creation of base service request templates and routing instructions.
- Basic CSR system training for city employees.
- Develop metrics and feedback format for initial participants.
- At the 1-year milestone, the base CSR product can be firmly established as a core City of Rochester business process with the creation of a sound project road map and decision-making structure.
- At the 3 year milestone, CSR can easily become a vested business efficiency enterprise for the entire City of Rochester and act as a model for work flow management that falls within the business parameters set by Senior Management staff. Business ROI will have solid financial and HR impact review capacity.



## Long Term Goals (cont'd.)

### 4. Improve Online Service Delivery and Information.

- Process building, plumbing, and electrical permits online.
- Process various licenses online such as alarm licenses, dog licenses, marriage certificates, etc.
- Enhance City website to offer additional information, video streaming, and online payment options.

### 5. Upgrade Document Management System.

- Implement City IS document management system.
- Implement Rochester Police Department automated reporting.





## Long Term Goals (cont'd.)

- Standardize Enterprise Architecture.
  - Determine long-term framework for IT data consistency.
- Review and Standardize IT Infrastructure.
  - Ensure common network security platforms and policies.
- Install Communications Management Software (CMS).
  - Implement Operations Manager Module.
  - Follow with Invoice Manager, Billing Manager, and Switch Manager modules.
- Develop Wireless Strategy.
  - Determine plan for creating wireless downtown network.
  - Expand wireless internet throughout the City of Rochester.
- Improve Communications between City of Rochester, City School District and County of Monroe technology groups.
  - Leverage all purchasing power of three entities for IT/Telecom services and products.
  - Establish disaster recovery/business continuity support for one another.



## Appendices

- Appendix 1 Other Sub-Committee Recommendations for Information Systems.
- Appendix 2 Description and Diagrams of City of Rochester Voice and Data Networks.
- Appendix 3 Service Oriented Architecture for Government.
- Appendix 4 Department of Justice Technology Guide Excerpt – Roadmap to Project Management.
- Appendix 5 “Municipal Wireless – A Primer for Public Discussion”